# **DATA MATCH** **SORTING MAT**

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| **Behavioral Engagement**  When employees are behaving in a manner that they believe will have a positive effect on their job performance, this is known as behavioral engagement (Shuck et al., 2017; Macey & Schneider, 2008; Rich et al., 2010). It should be thought of as a psychological state that is **“forward moving”** or **“proactive,”** as a behaviorally engaged employee will often express a **willingness to put in extra effort** at their workplace prior to completing specific actions that will benefit their organization (Macey & Schneider, 2008). If you were to ask a behaviorally engaged employee how they felt about their job, they would tell you that they are willing to push themselves beyond what is expected of them (Shuck et al., 2017). | **Emotional Engagement**  If an employee is experiencing emotional engagement, it means that they feel emotionally invested in the work that they do and in ensuring that their organization and coworkers will be successful (Macey & Schneider, 2008; Shuck et al., 2014, Shuck et al., 2017). The emotionally engaged employee feels an **emotional connection to the people** with whom they work and is a **strong believer in the mission** of the organization for which they work. They also derive a great deal of **personal meaning** from the work that they do. They are typically eager to tell others that they take great **pride** in working for their organization and care deeply about its future. |
| **Cognitive Engagement**  Cognitively engaged employees are capable of remaining **attentive** and **focused** while performing various activities in the workplace. Researchers have theorized that someone who is cognitively engaged is able to **remain vigilant as they work**, so that they are able to successfully complete the tasks they have been assigned (Kahn, 1990; Shuck et al., 2017). They also have the ability to **recognize when they should question** their coworkers’ decisions or provide their coworkers with constructive criticism, and this ability has the potential to enable everyone at the organization to achieve a common goal (Kahn, 1990). | **Job Satisfaction**  When high-performance work practices are implemented by organizations, **employees will often recognize that their employers care about their welfare**, and this will spark in them a sense of job satisfaction that will keep them engaged in the workplace. Job satisfaction is defined as “…the **positive emotional state** arising from one’s assessment of one’s workplace experiences” (Barling et al., 2003; Ogbonnaya & Valizade, 2018). An employee who is experiencing job satisfaction will tell you that they are **satisfied with the recognition and support they receive** from their colleagues and direct supervisor. They will also **feel valued** by their organization and **satisfied** **with the opportunities they have been given** to utilize their skills (Ogbonnaya & Valizade 2018). |